

3 Climate-Related Risks and Opportunities

Risk management accountability and oversight is an integral part of our governance including Climate Change governance. The Board reviews and considers our principal risks in the PETRONAS Corporate Risk Profile, covering operational and strategic risks based on periodic updates. The updates include an overview of the principal risks, a summary of material changes, as well as updates on mitigations and performance against key indicators. The Risk Management Committee, Executive Leadership Team (ELT) and Risk Committee assist the Board with the oversight of risk management including environmental, social, and governance (ESG) and climate-related risk management.

[Further details on risk governance can be referred to in the Risks Linked to Creating Values section on page 86]

We apply a groupwide approach to the management of risk through the establishment of the PETRONAS Risk Policy and complemented by the PETRONAS Resiliency Model, which the Enterprise Risk Management (ERM) Framework is part of. These policies and frameworks provide an integrated and holistic view of the overall strategy towards effective risk management.

[Details of PETRONAS Resiliency Model can be referred to in the Risks Linked to Creating Value section on page 87]

Our ERM includes requirements and guidance on the tools and processes involved to systematically identify, assess, evaluate, manage, report and monitor all types of risks. The ERM process requires a thorough assessment of entities and functional risks, including climate-related risks. It also includes an impact and likelihood assessment, which supports consideration of the relative significance of risks. Principal risks are identified and approved by management as pertinent risks to the entity and requires close monitoring.

[Details of Sustainability Risk and other principal risks can be referred to in the Risks Linked to Creating Value section on page 90]

Recognising the exposure of climate-related risks to our business operations and strategies, the impact of climate change has been taken into consideration and reflected in the development of relevant principal risks such as Sustainability Risks, Financial Liquidity Risk, Market Risk and Legal and Regulatory Risks. We are also strengthening our climate-related risk management efforts and corresponding disclosures to ensure they align with global sustainability frameworks and standards. Our efforts are positioned to align with the TCFD recommendations and the World Economic Forum's Stakeholder Capitalism Metrics.

We have been actively addressing climate change for almost a decade with our Climate Change Position and Framework which is the impetus of our climate change risk assessments that have been conducted since 2015. However, increasing stakeholders' expectations towards energy companies to align the climate risk assessment with global sustainability standards and frameworks has led us to progressively review and enhance our climate-related risk assessment approach.

We have adopted TCFD's categorisation of climate-related risks into two major categories which are transition risks and physical risks.